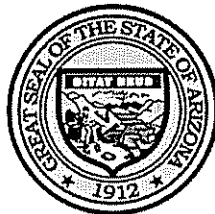


JANET NAPOLITANO  
GOVERNOR



MANUEL V. CISNEROS  
DIRECTOR

## GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY

State Capitol Executive Tower  
1700 W. Washington, Suite 156  
Phoenix, Arizona 85007  
Phone: 602-542-3711 FAX: 602-542-3712

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### AGENDA

#### 2008 Equal Employment Opportunity Plan

#### Large Agency Orientation

State Capitol Executive Tower – 2<sup>nd</sup> Floor Conference Room

Wednesday, December 12th, 2007

9:00 am - 11:00 am

- |  |                 |
|--|-----------------|
| 1. EEO Plan Introduction                                 | Manny Cisneros  |
| 2. Policy Statement                                      | Manny Cisneros  |
| 3. HRIS Hiring Summary                                   | Summer Canfield |
| 4. EEO4 (XP391) and Exception Report                     | Summer Canfield |
| 5. Workforce Analysis Chart                              | Manny Cisneros  |
| a. Barrier Analysis                                      |                 |
| b. Strategic Action Plan                                 |                 |
| 6. Recruitment Challenges & Ideas for Strategic Planning | Tom Kernen      |
| 7. Questions   |                 |



# (AGENCY NAME)

## 2008 Equal Opportunity Employment Policy Statement

In recognition of its legal and moral obligations, the (Agency Name) hereby commits itself to a policy of nondiscrimination as follows:

1. All personnel transactions shall be upon merit without regard to race, color, sex, sexual orientation, religion, national origin, age, veteran status, disability status (except when any of these factors is an existing bona fide occupational qualification). To determine the qualifications of veterans, only that portion of their military record, including discharge papers, which is relevant to the job for which the veteran is being considered, should be used.
2. All (Agency Name) management personnel shall actively support recruitment and career development programs to ensure equitable representation of minorities, females, youth, seniors, LBGT and individuals with disabilities, special disabled veterans and Vietnam Era veterans in all job categories and pay grades.
3. The (Agency Name) will incorporate reasonable accommodation personnel practices in order to facilitate the employment and advancement of qualified special disabled veterans and disabled persons. Reasonable accommodations will be provided to otherwise qualified applicants or employees with disabilities, unless the accommodation would impose an undue hardship on the operation of the Department or would impose a direct threat to the health or safety of the individual or others in the workplace.
4. The (Agency Name) shall not discriminate against any qualified employee or applicant for employment because he or she is a person with a disability, a disabled veteran or a Vietnam Era veteran. Equal Opportunity applies to such employment practices as hiring, upgrading, demotion, transfer, recruitment, advertising, layoff, termination, rates of pay or other forms of compensation, selection for training, job assignments, accessibility, working conditions and special duty details.
5. Harassment on the basis of sex is a violation of Federal and State employment discrimination laws, and harassment on the basis of sex or sexual orientation will not be tolerated in the workplace. The (Agency Name) shall not tolerate discrimination in the agency as it creates an intimidating, degenerating, hostile and offensive working environment. Persons harassing and/or condoning harassment of others will be dealt with swiftly and vigorously by disciplinary action up to and including termination. Each employee has an affirmative duty to maintain a workplace free of harassment, intimidation, discrimination, and retaliation.



6. The Department will post the Equal Opportunity Policy throughout departmental facilities.
7. All written bid announcements, request for proposals, employment announcements, requests for applications, program brochures, literature and general solicitations shall include the phrase:

“AN EQUAL EMPLOYMENT OPPORTUNITY AGENCY”

The (Agency Name) is committed to taking equal opportunity to employ and advance in employment qualified females, minorities, individuals with disabilities, special disabled veterans, and Vietnam Era veterans at all levels of employment.

As Director of the (Agency Name), I am committed to the principles of Equal Employment Opportunity. To ensure the dissemination and implementation of the Equal Opportunity Program throughout all levels of the Department, (Name of Equal Opportunity Administrator) shall serve as the Equal Opportunity Administrator for the (Agency Name).

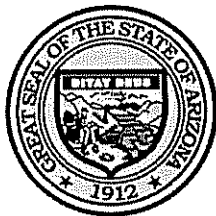
All Divisions and management personnel shall actively support recruitment and career development programs to ensure equitable representation of females, minorities, and individuals with disabilities, special disabled veterans and Vietnam Era veterans in all job categories.

This policy is accessible to employees (website address and physical location within agency).

\_\_\_\_\_  
Director's Signature

\_\_\_\_\_  
Date





## 2008 Equal Employment Opportunity Plan Large Agency Orientation

### ROLE AND EXPECTATIONS

The **EEO Administrator** serves as an initial point of contact for the Governor's Office of Equal Opportunity (GOEO) to:

- Ensure agency EEO compliance
- Resolve any complaints that relate to employment discrimination
- Receive and attend training courses regarding EEO reporting
- Receive and distribute training announcements throughout their respective agencies to ensure that all state employees have access to training opportunities provided by the GOEO
- Attend training to become a trained mediator (with agency prior approval) to resolve grievances through the mediation process
- Produce and submit the annual Equal Employment Opportunity plan on behalf of the agency
- Respond to inquiries related to workforce development





## 2008 Equal Employment Opportunity Plan Large Agency Orientation

### DEFINITIONS

**New Hires (EEO4 Report):** Employees who began employment in the previous 12 months. This includes both new hires to the state as well as employees who have been rehired after a break in service. Employees who began a position and terminated from state service in the same year are to be included in the count. Interagency transfers are not included in the EEO4 report.

**Agency Transfer (applicable to Hiring Summary):**

An agency transfer is recorded when a personnel action is entered into HRIS that results in a change to the first two characters of an employee's process level. The personnel actions are limited to effective dates between 1-1-2007 and 12-31-2007. If an employee changes process levels (agencies) more than once within the year, each transfer is recorded on behalf of the new agency.

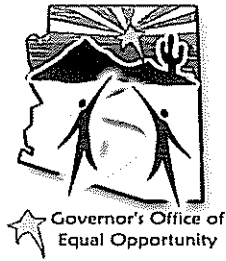
Note: The EEO4 report does not count interagency transfers, only hires that are new to state service.

**Diversity Plan:** Any activity or set of activities that a state agency conducts to review employment practices as they affect all categories of employees. This planning activity involves senior management who review 'best practices' in recruitment, retention, training, promotion and discipline activity as it affects all employees. The planning activity may involve a Diversity Committee or Diversity Council that reviews employment practices of the agency to determine if fundamental fairness is being accomplished.

**Cultural Competence:** A statement or vision by a state agency that focuses on policies or practices by agency professionals and their effectiveness in cross-cultural situations. Cultural competence includes awareness and acceptance of difference, awareness of one's own cultural values and those of others, and an applied understanding of the dynamics of difference, and openness to the ongoing development of cultural knowledge, and the ability to adapt these skills to fit the cultural context of the agency client or customer.

**4/5<sup>th</sup> Rule (or 80% Rule):** percentage utilized by the federal government for state and local governments to identify (and research) the existence of adverse impacts. Adverse impact is usually indicated when the selection rate is less than 80% of the civilian labor workforce (see workforce analysis chart)





# Equal Employment Opportunity Report

## AGENCY HIRING SUMMARY

Please complete the following information only for those employees that were hired (both new hires and interagency transfers) during **January 1, 2007 – December 31, 2007**

Number of Employees Hired during 2007 \_\_\_\_\_

Asian American/Pacific Islanders \_\_\_\_\_

African Americans \_\_\_\_\_

Hispanic \_\_\_\_\_

Native Americans \_\_\_\_\_

Non-Minority \_\_\_\_\_

Unspecified \_\_\_\_\_

Females \_\_\_\_\_

Males \_\_\_\_\_

Individuals with Disabilities \_\_\_\_\_

Age 40 and above \_\_\_\_\_

Veterans \_\_\_\_\_

Veterans with Disabilities \_\_\_\_\_

Vietnam Era Veterans \_\_\_\_\_

Gulf War Veterans \_\_\_\_\_

Covered Employees (Merit System) \_\_\_\_\_

Uncovered Employees (FTE) \_\_\_\_\_

Full Time Employees (FTE) \_\_\_\_\_

Other Than Full Time Employees \_\_\_\_\_

\*Does your agency have a Diversity Plan?                      Yes                      No

\*Does your agency have a policy on Cultural Competence?    Yes                      No

\* Note: If your agency does not currently have an active policy or plan, please select 'no'.



# Equal Employment Opportunity Report

AD Administration, Dept of

	<i>New Hires</i>	<i>Agency Transfers</i>	<i>Total Total</i>
<i>Number of Employees Hired During 2006</i>	127	60	187
<i>Asian American</i>	2	1	3
<i>African American</i>	10	3	13
<i>Hispanic</i>	30	17	47
<i>Native American</i>	4	3	7
<i>Non Minority</i>	75	36	111
<i>Unspecified</i>	6	0	6
<i>Female</i>	65	41	106
<i>Male</i>	62	19	81
<i>Individuals with Disabilities</i>	1	0	1
<i>Age 40 and Above</i>	54	40	94
<i>Veteran</i>	12	5	17
<i>Disabled Veteran</i>	0	1	1
<i>Viet Nam Era Veteran</i>	2	4	6
<i>Gulf War Era Veteran</i>	2	0	2
<i>Covered Employees (Merit System)</i>	90	36	126
<i>Uncovered Employees (FTE)</i>	37	24	61
<i>Full Time Employees (FTE)</i>	120	60	180
<i>Other Than Full Time Employees</i>	7	0	7

*Does your Agency have a Diversity Plan ?*

*Does your Agency have a policy on cultural competence ?*



STATE OF ARIZONA  
STATE AND LOCAL GOVERNMENT INFORMATION  
2006 EEO-4 REPORT

STATE OF ARIZONA

DEPARTMENT OF ADMINISTRATION  
PHOENIX AZ 85007

CONTROL NUMBER 021111

FUNCTIONS: 01 02 03 04 06 08 09 10 11 12 14 15 00 00 00

Column Descriptions: A = Total, B and G = White, C and H = Black/African American, D and I = Hispanic, E and J = Asian/Pacific Islander, F and K = American Indian/Alaska Native

## 1. FULL-TIME EMPLOYEES

[illegible]



STATE C. 201A  
STATE AND LOCAL GOVERNMENT INFORMATION  
2006 EEO-4 REPORT

STATE OF ARIZONA

DEPARTMENT OF ADMINISTRATION  
PHOENIX  
AZ 85007

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## I. FULL-TIME EMPLOYEES (CONTINUED)

[illegible]



STATE OF ARIZONA  
STATE AND LOCAL GOVERNMENT INFORMATION  
2006 EEO-4 REPORT

STATE OF ARIZONA

DEPARTMENT OF ADMINISTRATION  
PHOENIX AZ 85007

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## I. FULL-TIME EMPLOYEES (CONTINUED)

[illegible]



STATE OF ARIZONA  
STATE AND LOCAL GOVERNMENT INFORMATION  
EEO-4 REPORT

STATE OF ARIZONA

DEPARTMENT OF ADMINISTRATION  
PHOENIX  
AZ 85007

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D and I = Hispanic, E and J = Asian/Pacific Islander, F and K = American Indian/Alaska Native

## 2. OTHER THAN FULL-TIME EMPLOYEES

JOB CATEGORY	SALARIES										TOTAL										MALE										FEMALE									
	A	B	C	D	E	F	G	H	I	J	K	A	B	C	D	E	F	G	H	I	J	K	A	B	C	D	E	F	G	H	I	J	K							
OFFICIAL/ADM 57	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
PROFESSIONALS 68	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
TECHNICIANS 69	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
PROTECT/SRVCS 70	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
PARA-PROF 71	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
ADMIN SUPPORT 72	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
SKILLED CRAFT 73	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
SERV/MAINT 74	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
TOTAL OTHER	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								
THAN F-T 75	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								

## 3. NEW HIRES DURING FISCAL YEAR - PERMANENT FULL-TIME ONLY

OFFICIAL/ADM 76	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS 77	8	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TECHNICIANS 78	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROTECT/SRVCS 79	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PARA-PROF 80	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADMIN SUPPORT 81	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SKILLED CRAFT 82	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERV/MAINT 83	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	9	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NEW HIRES 84	9	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions (Willfully false statements on this report are punishable by law, U. S. Code, Title 18, Section 1001.)

NAME OF PERSON TO CONTACT REGARDING THIS REPORT:

ADDRESS:

TITLE:

TELEPHONE NUMBER (INCLUDE AREA CODE):

DATE:

TYPED TITLE OF CERTIFYING OFFICIAL:

SIGNATURE OF CERTIFYING OFFICIAL:



# EEO-4 Report

XP391 EEO-4 Exception Report - 21 Employees Not Included

Date 01/04/07  
Time 11:50  
Company 1 STATE OF ARIZONA

Employee	Name	Reason for exclusion
27552	ADAMS, LYNDA	UNSP ethnicity not in include list
27605	BRICK, PAUL	UNSP ethnicity not in include list
33237	MANNING, ROGER	UNSP ethnicity not in include list
35039	KEARNE, JOHN	UNSP ethnicity not in include list
37182	KOPPINGER, DOUG	UNSP ethnicity not in include list
47561	ORME, PAUL	UNSP ethnicity not in include list
56797	NEWMAN, JOHN	UNSP ethnicity not in include list
66227	MCIT LACROIX, KELLY	UNSP ethnicity not in include list
80003	CAMPANA, KATHRYN H.	UNSP ethnicity not in include list
95738	RANKIN, TOM J.	Exclusion flag = Y
95779	STURNETT, ROBIN S.	Exclusion flag = Y
95981	UHLMAN, KRISTINE	Exclusion flag = Y
97522	PRASHAD, LELA C.	UNSP ethnicity not in include list
97795	DEBRY, SCOTT M.	Exclusion flag = Y
101789	OLSON, STEVEN L.	Exclusion flag = Y
105254	PHILLIPS, MONICA C.	UNSP ethnicity not in include list
105429	AHMED, EL-SAID	UNSP ethnicity not in include list
106443	NELSON, MATTHEW P.	UNSP ethnicity not in include list
107065	FURSELL, JACQUELINE	UNSP ethnicity not in include list
107855	TADEO, SANDRA M.	UNSP ethnicity not in include list
112245	FLEMING, JENNIFER A.	Exclusion flag = Y



## AGENCY WORKFORCE ANALYSIS CHART

### Where do I start?

The workforce analysis is completed with the utilization of two documents:

- A) Calendar Year EE04 Report
- B) Calendar Year 2007 Workforce Analysis (WFA). The CY07 version includes revised civilian labor force data. Please do not utilize any previous versions of this spreadsheet.

Each agency has received a WFA template. Formulas have been built into specific cells to identify areas of 'adverse impact' (or parity).

### COMPLETING THE WORKFORCE ANALYSIS CHART:

There are two areas that should be input manually on the WFA: the state agency and workforce data (refer to EEO4 data). These areas have been noted in **BOLD** print.

- 1) Input the name of State Agency
- 2) Input the agency total employee data using the EEO4 report. This will be found in column 'A'. You will only need to input this information once. Formulas have been added to auto populate this data where necessary.
- 3) PAGE 1 of the WFA is "Utilization of Asian Americans and Pacific Islanders". Using the EEO4 report, plug in the totals (by category) for Asian Male data. This will be found in column 'E'. Next, plug in the totals (by category) for Asian Female data. This will be found in column 'J'.
- 4) PAGE 2 of the WFA is "Utilization of African Americans". Using the EEO4 report, plug in the totals (by category) for African American Male data. This will be found in column 'C'. Next, plug in the totals (by category) for African American Female data. This will be found in column 'H'.
- 5) PAGE 3 of the WFA is "Utilization of Hispanics". Using the EEO4 report, plug in the totals (by category) for Hispanic Male data. This will be found in column 'D'. Next, plug in the totals (by category) for Hispanic Female data. This will be found in column 'I'.
- 6) PAGE 4 of the WFA is "Utilization of Native Americans". Using the EEO4 report, plug in the totals (by category) for Native American Male data. This will be found in column 'F'. Next, plug in the totals (by category) for Native American Female data. This will be found in column 'K'.
- 7) PAGE 5 of the WFA is "Utilization of Non Minority". Using the EEO4 report, plug in the totals (by category) for Non Minority Male data. This will be found in column 'B'. Next, plug in the totals (by category) for Non Minority Female data. This will be found in column 'G'.
- 8) PAGE 6 of the WFA is "Utilization of Females". Using the EEO4 report, plug in the totals (by gender) for Female data. This will be found in column 'K'.
- 9) PAGE 7 of the WFA is "Utilization of Males". Using the EEO4 report, plug in the totals (by gender) for Male data. This will be found in column 'F'.



10) PAGE 8 of the report includes a statement which identifies how many employees within your workforce that did not specify an ethnicity. Using the final page of the EEO4 report called 'EEO4 Exception Report - Employees Not Included'. The total number of these employees will be identified within the following statement: This report excludes (?) employees due to various reasons.

11) CONFIRM YOUR DATA. Page 3 of the EEO4 report lists GRAND TOTALS.  
Add GRAND TOTALS by category 'E' + 'J'. Does it equal the total listed on page 1?  
Add GRAND TOTALS by category 'C' + 'H'. Does it equal the total listed on page 2?  
Add GRAND TOTALS by category 'D' + 'I'. Does it equal the total listed on page 3?  
Add GRAND TOTALS by category 'F' + 'K'. Does it equal the total listed on page 4?  
Add GRAND TOTALS by category 'B' + 'G'. Does it equal the total listed on page 5?  
See page 3 of the EEO4. Do Grand Totals by Gender Column 'K' equal the total listed on page 6?  
See page 3 of the EEO4. Do Grand Totals by Gender Column 'F' equal the total listed on page 7?

12) Once you have confirmed the data matches, you will be able to go back and review areas where adverse impact have been noted as 'below' under the UTILIZATION category of the workforce analysis chart.



# Department of Administration

## Workforce Analysis

### Review of Calendar Year 2007

#### Utilization of Asian Americans and Pacific Islanders

##### Asian Americans

Occupational Categories	Total Employees	Pacific Islanders			Total			CLF %	Parity	Utilization	Parity Goal
		Males	Females	Total	Percent	CLF %	Parity				
"E" "J"											
Officials/Administrators	7	0	0	0	0.0%	2.2%	1	below	1		
Professionals	18	0	0	0	0.0%	4.0%	1	below	1		
Technicians	0	0	0	0	#DIV/0!	3.5%	0	parity	0		
Protective Services	0	0	0	0	#DIV/0!	1.3%	0	parity	0		
Paraprofessionals	0	0	0	0	#DIV/0!	0.2%	0	parity	0		
Office & Clerical	13	0	1	1	7.7%	2.0%	1	parity	0		
Skilled Craft	0	0	0	0	#DIV/0!	1.6%	0	parity	0		
Service Maintenance	0	0	0	0	#DIV/0!	2.4%	0	parity	0		
Total Agency Employees	38			1							
.....Refer to EE04 Report:.....											

Refer to EE04 Report:

- Column Description 'E' and 'J' (combined) totals by category
- should be equal to the total listed on the Workforce Analysis.



# Department of Administration

## Workforce Analysis

### Review of Calendar Year 2007

#### Utilization of African Americans

Occupational Categories	Total Employees	African Americans		Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females					
		"C" "H"						
Officials/Administrators	7	0	0	0.0%	2.4%	1	below	1
Professionals	18	0	1	5.6%	3.0%	1	parity	0
Technicians	0	0	0	#DIV/0!	3.5%	0	parity	0
Protective Services	0	0	0	#DIV/0!	5.3%	0	parity	0
Paraprofessionals	0	0	0	#DIV/0!	2.2%	0	parity	0
Office & Clerical	13	0	0	0.0%	3.7%	1	below	1
Skilled Craft	0	0	0	#DIV/0!	2.0%	0	parity	0
Service Maintenance	0	0	0	#DIV/0!	3.3%	0	parity	0
Total Agency Employees	38	1		Refer to EE04 Report:				

Column Description 'C' and 'H' (combined) totals by category should be equal to the total listed on the Workforce Analysis.



# Department of Administration

## Workforce Analysis

Review of Calendar Year 2007

### Utilization of Hispanics

Occupational Categories	Total Employees	Hispanics		Total	Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females						
		"D" "I"							
Officials/Administrators	7	1	0	1	14.3%	11.6%	1	parity	0
Professionals	18	0	0	0	0.0%	9.4%	2	below	2
Technicians	0	0	0	0	#DIV/0!	14.8%	0	parity	0
Protective Services	0	0	0	0	#DIV/0!	17.4%	0	parity	0
Paraprofessionals	0	0	0	0	#DIV/0!	14.7%	0	parity	0
Office & Clerical	13	1	3	4	30.8%	18.3%	2	parity	0
Skilled Craft	0	0	0	0	#DIV/0!	29.4%	0	parity	0
Service Maintenance	0	0	0	0	#DIV/0!	35.9%	0	parity	0
Total Agency Employees	38			5					

Refer to EE04 Report:

Column Description 'D' and 'I' (combined) totals by category should be equal to the total listed on the Workforce Analysis.



# Department of Administration

## Workforce Analysis

### Review of Calendar Year 2007

#### Utilization of Native Americans

Occupational Categories	Total Employees	Native Americans		Percent	CLF	Parity	Utilization	Parity Goal
		Males	Females					
"F" "K"								
Officials/Administrators	7	0	0	0.0%	2.2%	1	below	1
Professionals	18	0	0	0.0%	2.5%	1	below	1
Technicians	0	0	0	#DIV/0!	3.9%	0	parity	0
Protective Services	0	0	0	#DIV/0!	5.7%	0	parity	0
Paraprofessionals	0	0	0	#DIV/0!	8.3%	0	parity	0
Office & Clerical	13	0	0	0.0%	3.7%	1	below	1
Skilled Craft	0	0	0	#DIV/0!	5.4%	0	parity	0
Service Maintenance	0	0	0	#DIV/0!	4.9%	0	parity	0
Total Agency Employees	38	0	0					
Refer to EE04 Report:								

Refer to EE04 Report:

- Column Description 'F' and 'K' (combined) totals by category
- should be equal to the total listed on the Workforce Analysis.



## Review of Calendar Year 2007

Occupational	Total	Non Minority
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Column Description 'B' and 'G' (combined) totals by category should be equal to the total listed on the Workforce Analysis.



# Department of Administration

## Workforce Analysis

### Review of Calendar Year 2007

#### Utilization of Females

Occupational Categories	Total Employees	Females	Total	Percent	CLF	Parity	Utilization	Parity Goal
Officials/Administrators	7	0	0	0.0%	39.5%	3	below	3
Professionals	18	14	14	77.8%	50.6%	9	parity	0
Technicians	0	0	0	#DIV/0!	52.6%	0	parity	0
Protective Services	0	0	0	#DIV/0!	19.5%	0	parity	0
Paraprofessionals	0	0	0	#DIV/0!	49.8%	0	parity	0
Office & Clerical	13	12	12	92.3%	66.8%	9	parity	0
Skilled Craft	0	0	0	#DIV/0!	6.3%	0	parity	0
Service Maintenance	0	0	0	#DIV/0!	40.7%	0	parity	0
Total Agency Employees	38		26					

Refer to EE04 Report:

Column Description 'K' Totals by gender should be equal to the total listed on the Workforce Analysis.



# Department of Administration

## Workforce Analysis

### Review of Calendar Year 2007

#### Utilization of Males

Occupational Categories	Total Employees	Males	Total	Percent	CLF	Parity	Utilization	Parity Goal
Officials/Administrators	7	7	7	100.0%	*	*	*	*
Professionals	18	4	4	22.2%	*	*	*	*
Technicians	0	0	0	#DIV/0!	*	*	*	*
Protective Services	0	0	0	#DIV/0!	*	*	*	*
Paraprofessionals	0	0	0	#DIV/0!	*	*	*	*
Office & Clerical	13	1	1	7.7%	*	*	*	*
Skilled Craft	0	0	0	#DIV/0!	*	*	*	*
Service Maintenance	0	0	0	#DIV/0!	*	*	*	*
Total Agency Employees	38		12					
*Not Applicable								

Refer to EE04 Report:

Column Description 'F' Totals by gender should be equal to the total listed on the Workforce Analysis.



Refer to EE04 Report:

See Page 5. For 'employees not included' due to unspecified ethnicity.

Due to changes in occupational categories (4) from the 1990 Census to the 2000 Census the following will be treated as

Managers; <sup>2</sup>Protective Services corresponds with Protective Services: Sworn; <sup>3</sup>Paraprofessionals corresponds with Protective Services: Non-Sworn:

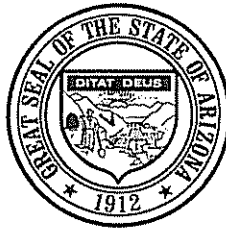


Arizona Department of Administration  
*Problem and Barrier Analysis*  
*Review of Calendar Year 2007*

List each job category within the protected group that did not meet parity.

Protected Group/Job Category	Problems and Barriers
1) Asian American & Pacific Islander Officials / Administrators Professionals	No reasonable attempt made to recruit from this protected category.
2) African Americans Officials / Administrators Office and Clerical	Efforts made by working with specific community groups. No applicants.
3) Hispanics Professionals	Applications received but no vacancies available to extend offer.
4) Native Americans Officials / Administrators Professionals Office and Clerical	
Officials / Administrators	No reasonable attempt made to recruit from this protected category.





**(INSERT AGENCY)**  
**Strategic Action Plan**  
**1/1/08-12/31/08**

**Vision**

A diverse multi-cultural workforce that reflects the community, promotes equal opportunity at all levels of public employment, and creates an inclusive work environment that enables all individuals to perform to their fullest potential free from discrimination.

**Outcomes**

1. A diverse and culturally competent workforce (reflective of labor market parity standards and reflective of our client populations).
2. Culturally competent and accessible services that enable us to better understand and respond to our clients' needs.
3. A system of accountability for achieving a broad vision of diversity and cultural competency.

**Strategies**

**1. Enhance diversity through recruitment and selection**

1.1 Provide recruitment, interviewing, and hiring tools/resources/guidelines for managers

Activity: (Insert Activity)

1.2 Perform recruitment outreach from Human Resources and local offices or units to meet workforce diversity needs as well as client/customer service demographic needs.

Activity: (Insert Activity)

**2. Retain workforce diversity by instituting welcoming environment practices, and by providing support systems and opportunities for professional growth and career advancement**

2.1 Design and implement a mentorship program

Activity: (Insert Activity)



2.2 Institute “welcoming environment” practices throughout the state

Activity: (Insert Activity)

2.3 Perform exist interviews of all staff that capture employee perceptions of inclusion, respect and welcoming environment practices.

Activity: (Insert Activity)

2.4 Provide professional development opportunities to assist in upward mobility

Activity: (Insert Activity)

**3. Reduce employment barriers for people with disabilities**

3.1 Implement reasonable accommodation policy for agency employees.

Activity: (Insert Activity)

3.2 Provide Accessibility and Accommodation Guidebook to management and staff

Activity: (Insert Activity)

**4. Provide services that are more culturally competent**

4.1 Design and provide foundation for Cultural Competency training for all staff

Activity: (Insert Activity)

4.2 Continue to provide management trainings titled Cultivating a Diverse Workforce, and Creating a Positive Work Environment

Activity: (Insert Activity)

4.3 Improve access to, awareness of, and contents of the Governor’s Office of Equal Opportunity web site

Activity: (Insert Activity)

4.4 Improve compliance with Arizona state policy for non-discrimination on the basis of disability for programs, services and activities regarding alternative format and language assistance services.

Activity: (Insert Activity)



- 4.5 Provide agency employees with additional opportunities to improve culturally competent services and workplace practices

Activity: (Insert Activity)

- 4.6 Review and implement an annual Diversity Marketing Plan

Activity: (Insert Activity)

- 4.7 Collaborate with community partners to promote cultural competency in statewide client service delivery and resource development

Activity: (Insert Activity)

## **5. Create an infrastructure for performance accountability**

- 5.1 Incorporate diversity expectations and duties in management position descriptions.

Activity: (Insert Activity)

\* \* \*



## 2006-2007 DHS Diversity Strategic Plan

### Vision

- DHS welcomes and actively values the diversity of staff, customers and partners.
- DHS provides culturally and linguistically competent services to all internal and external customers.
- DHS creates and sustains welcoming environments that are inclusive of and respectful of staff, customers, and partners.

### Outcomes

1. A diverse and culturally competent workforce (at higher than labor market parity standards and reflective of our client populations).
2. Culturally competent and accessible services that enable us to better understand and respond to our clients' needs.
3. A system of accountability for achieving a broad vision of diversity and cultural competency.

### Strategies

1. **Enhance diversity** through recruitment and selection

- 1.1 Provide recruitment, interviewing, and hiring tools/resources/guidelines for managers

**Activity:** Develop culturally competent tools and guidelines for the recruitment, interviewing, and hiring of a diverse workforce.

**Activity:** Make recruitment and selection guidebook accessible on the DHS Web site and intranet.



- 1.2 Perform recruitment outreach from HR and local offices or units to meet workforce diversity needs as well as client/customer service demographic needs

**Activity:** Conduct recruitment outreach efforts to increase quality and number of people of color and people with disabilities on applicant pools.

**Activity:** Increase number of qualified bilingual applicants by conducting specialized recruitment in targeted diverse areas.

**Activity:** Increase the number of applicants with disabilities via the HIRE program

2. **Retain** workforce diversity by instituting welcoming environment practices, and by providing support systems and opportunities for professional growth and career advancement

- 2.1 Design and implement a mentorship program

**Activity:** A mentorship program is designed for all staff and it includes DHS diversity participation goals.

- 2.2 Commit DHS Cabinet to increasing staff diversity in upper salary ranges (24+)

**Activity:** Cabinet members individually formulate a plan to achieve increased representation for their cluster. Cabinet members report on progress made every six months.

- 2.3 Institute “welcoming environment” practices throughout the department.

**Activity:** “Welcoming environment” practices are included in department cluster plans in order to promote workforce inclusion and provide culturally competent services. Training is conducted to discuss ways of applying practices.



- 2.4 Perform exit interviews of all staff that capture employee perceptions of inclusion, respect and welcoming environment practices.

**Activity:** Formalize exit interview process of departing employees that captures perceptions of inclusion, respect, and welcoming environment practices.

- 2.5 Provide professional development opportunities to assist in upward mobility

**Activity:** Increase number of opportunities, HR and management support, and employee access for professional development (developmentals, rotations, training, out of class, etc.).

### **3. Reduce employment barriers for people with disabilities**

- 3.1 Implement reasonable accommodation policy for DHS employees.

**Activity:** Policy created and communicated to management and staff by June 30, 2006. Training on policy scheduled for October 2006.

- 3.2 Provide Accessibility and Accommodation Guidebook to management and staff

**Activity:** Complete Accessibility and Accommodation Guidebook and make it available to all staff.

### **4. Provide services that are more culturally competent**

- 4.1 Design and provide foundational Cultural Competency training for all staff

**Activity:** Design and pilot Cultural Competency training for all staff

**Activity:** Begin training staff by December 2006



**Activity:** Include relevant diversity materials in new employee packets and orientation training

4.2 Continue to provide management trainings titled *Cultivating a Diverse Workforce* and *Creating a Positive Work Environment*

**Activity:** Train new managers within first year of hire

4.3 Improve access to, awareness of, and contents of the DHS Diversity Web site

**Activity:** Create easily accessible diversity information on DHS website.

**Activity:** Develop list of training resources addressing specific populations served and diversity related articles

**Activity:** Market DHS Diversity Web site as an information/learning tool

4.4 Improve compliance with federal requirements for Limited English Proficiency (LEP) services

**Activity:** Develop and implement work plans for providing Limited English Proficiency (LEP) services

4.5 Improve compliance with DHS policy for non-discrimination on the basis of disability for programs, services and activities regarding alternate format and language assistance services.

**Activity:** Monitor compliance by contacting the Governor's Advocacy Office regarding number of complaints received and their resolution

4.6 Provide DHS employees with additional opportunities to improve culturally competent services and workplace practices



**Activity:** Plan and implement an annual diversity conference with targeted diversity offerings connected to DHS goals and outcomes

4.7 Review and implement an annual Diversity Marketing Plan

**Activity:** Review and update Diversity Marketing Plan annually in December

4.8 Collaborate with community partners to promote cultural competency in statewide client service delivery and resource development

**Activity:** Increase partnerships with local programs and specific diverse communities to promote cultural competency in service delivery.

**Activity:** Collect information on type and number of collaborative diversity events/activities between community partners and DHS

5. Create an infrastructure for performance accountability

5.1 Incorporate diversity expectations and duties in management position descriptions. Review diversity performance in annual management evaluations

**Activity:** Track percentage of updated management position descriptions reflecting diversity expectations.

**Activity:** Track number of annual management evaluations that include diversity and cultural competency indicators.

5.2 Conduct voluntary self-identification surveys to update Equal Employment Opportunity (EEO) information.

**Activity:** EEO information is updated each biennium

**Activity:** Each new hire will be invited to provide EEO information at the time of hire



- 5.3 Improve use of Affirmative Action (AA) data and analysis methods

**Activity:** Quarterly AA data is available to managers at cluster and unit level

- 5.4 Collect annual diversity strategy reports from DHS service delivery areas (SDAs), Office of Mental Health and Addiction Services (OMHAS) and other sectors/clusters

**Activity:** Information on progress made towards meeting diversity strategies is compiled, analyzed, and made available.

- 5.5 Diversity Development Coordinating Council (DDCC) members to provide consultation and assistance on diversity and cultural competency issues

**Activity:** DDCC members market services available to management

**Activity:** DDCC members report on activities related to diversity and cultural competency issues

**The DHS Cabinet approved the 2006-2007 DHS Diversity Strategic Plan on June 26, 2006.** This plan is to be cross-referenced to the DHS Standards and Guidelines for Cultural Competency and Gender Specific Services document previously approved by Cabinet in September 2003.

Revised: 07/06/06 9:20 AM



# Recruitment Challenges & Ideas for Strategic Planning

2008 EEO Plan Workshop  
December 12, 2007

Tom Kemen  
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602-542-3409

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# Strategic Planning Ideas Recruitment Challenges

Achieve parity  
EEO requires positive outreach to recruit, employ, and advance in employment  
Target females, minorities, individuals with disabilities and covered veterans

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# Strategic Planning Ideas Action Plan

Once a plan has been established  
If a position is in a job group that is under utilized, and if a parity goal has been established, each Agency should:  
Follow recruitment & retention standards and procedures  
Document efforts to remove barriers and expand employment opportunities

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## Strategic Planning Ideas Action Plan

Good faith efforts include:

- Outreach, recruitment for jobs and Linkage to the Community
- Develop a working relationship with community based organizations

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## Strategic Planning Ideas Action Plan

Selection Processes

Auditing selection processes and utilizing a variety of impartial tools will likely drive more diverse hires

- Well written job announcements
- Ensure that hiring managers understand the recruitment process
- Interview guides and consistent screening questions
- Consistent background checks
- Interview training (especially behavioral)

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## Strategic Planning Ideas Action Plan

Diverse Community Resources in Arizona:

- Local Veterans Employment to include Disabled Veterans Outreach
- Various Chamber of Commerce (Asian, Hispanic, Black and Native American)
- Greater Phoenix Urban League
- Chicanos Por La Causa
- Phoenix Indian Center
- AZ Women's Education and Employment Center
- Phoenix One Stop
- Quad A (Arizona Affirmative Action Association)
- State Universities and Community Colleges

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Arizona State University  
University of Arizona  
Northern Arizona University  
Other post secondary institutions  
Community Colleges, particularly those with a higher minority population

- Determine 2008 job fair schedules
- Posting announcements on the Job Boards
- Visit the campus ~ Participate in projects and forums

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We're all after the same small pool of candidates (There is a definite supply-and-demand problem)  
Creative and unconventional sourcing is critical  
Networks, partnerships and employee development programs are all necessary

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Identify, contact and advertise open positions in African American and Hispanic media broadcasts and These are the two groups with the largest and most widely spread media access.

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## Strategic Planning Ideas Action Plan

### Work with established groups

- One Stop Centers
- Job Corps
- Native American Programs
- Welfare-to-Work
- Senior Community Service Employment
- Veterans Employment & Training
- Vocational Rehabilitation

### Make certain all job fairs are published

- ADOA Job Fair Calendar
- [www.azstatejobs.gov](http://www.azstatejobs.gov)

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## Strategic Planning Ideas Action Plan

- Continue to publicize our employment and career opportunities with minority and female professional organizations
- Continue to provide EEO training to supervisors and managers on employment policies, documentation, interview processes and staffing requirements
- Keep supervisors informed of progress and efforts on EEO plan

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## Strategic Planning Ideas Action Plan

- Web sites of minority student organizations – National Society of Black Engineers, National Society of Women Engineers, etc. . . . Go beyond standard interview schedules by establishing deeper partnerships
- Pre-hire mentoring and Internship Programs

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Strategic Planning Ideas  
Questions/Ideas??

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## GOVERNOR'S OFFICE OF EQUAL OPPORTUNITY

State Capitol Executive Tower  
1700 W. Washington, Suite 156  
Phoenix, Arizona 85007  
Phone: 602-542-3711 FAX: 602-542-3712



### CHECKLIST Large Agency 2008 EEO Plan

Cover Letter \_\_\_\_\_

EEO Policy Statement \_\_\_\_\_

- Contact information for the designated agency Equal Employment Opportunity Administrator.
- Location where this policy is accessible to employees (website address and physical locations)

Hiring Summary \_\_\_\_\_

- Copies of active Diversity Plan and/or Cultural Competence policy. Initiatives in the planning stages of implementation will be not be considered active

Workforce Analysis Chart \_\_\_\_\_

Barrier Analysis \_\_\_\_\_

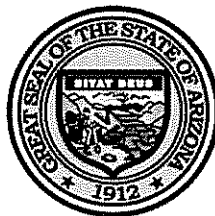
Strategic Action Plan \_\_\_\_\_

- Collaborate with agency recruiters to develop an optimal strategic plan to attract diverse applicants.
- Include full contact information for internal staff members responsible for recruitment efforts within the agency.
- A semi-annual follow up is planned to evaluate the results produced.

AGENCY:  
SUBMITTED BY:  
DATE:

Comments:





2008 Equal Employment Opportunity Plan  
Large Agency Orientation

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